

## Sample Recruitment Strategy Planning Template

| Strategy                               | Strategy is Designed to Close this Gap:                             | Description   | Possible Tactics  | Team Action Items | Individual/s Responsible | Deadline/s |
|--|---|---|---|-------------------|--------------------------|------------|
| <b>Online Recruiting</b>               | Not reaching majority of applicants, especially young college grads | A large percentage of employees hired or entry level jobs are seeking their first “career job.” Many are inexperienced, either fresh out of college, looking to establish a new career, or relocating to a new area. The newspaper want-ads are not an effective recruitment source for most of today’s applicants. Placing vacancy announcements online is more effective and economical than using most traditional forms of advertising. | <ul style="list-style-type: none"> <li>▪ Research most appropriate on-line sites:               <ul style="list-style-type: none"> <li>▪ <a href="http://www.Indeed.com">www.Indeed.com</a></li> <li>▪ <a href="http://www.Linkedin.com">www.Linkedin.com</a></li> <li>▪ <a href="http://www.craigslislist.com">www.craigslislist.com</a></li> <li>▪ <a href="http://www.Monster.com">www.Monster.com</a></li> <li>▪ <a href="http://www.CareerBuilder.com">www.CareerBuilder.com</a></li> <li>▪ <a href="http://www.Jobs.net">www.Jobs.net</a></li> <li>▪ <a href="http://www.Hotjobs.yahoo.com">www.Hotjobs.yahoo.com</a></li> </ul> </li> <li>▪ Target industry and/or functional specific associations</li> </ul> |                   |                          |            |
| <b>Campus Recruiting and Job Fairs</b> | Need to improve overall applicant pool                              | Both professional and paraprofessional applicants can be effectively recruited at job fairs sponsored by state workforce development agencies. College recruiting can be a very effective method for attracting applicants for professional jobs. Consider local economic development councils and chambers of commerce.  | <ul style="list-style-type: none"> <li>▪ Send team of an HR representative with an experienced manager or frontline supervisor to fairs – provides an opportunity for job seekers to ask both job specific and hiring process/benefits questions.</li> <li>▪ Working with Career Services Department of colleges/universities, send an “ambassador” from the company to classrooms of desired majors to “guest lecture” or provide a company overview.</li> <li>▪ Schedule experienced employees or supervisors to speak on a “hot topic” in the desired field at a brown bag luncheon at a local college or university.</li> </ul>   |                   |                          |            |

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| <b>University Partner-ships</b> | Not enough applicants with specialized degrees | Developing a variety of recruitment strategies with area universities, colleges and trade schools and to encourage students to pursue careers in the desired field.   | <ul style="list-style-type: none"> <li>▪ Collaborate with Career Services Departments, university deans and professors to help generate student interest in the field.</li> <li>▪ Develop stipend program partially covering college tuition and other expenses of college students who agree to work for the human service agency for specified periods of time.</li> </ul>   |                   |                          |            |
| <b>Targeted Recruitment</b>     | Lack of diversity in targeted job/s            | You may need a more diverse workforce that better reflects the client population you serve. For example, you may need to recruit employees with specific language skills, or with specialized degrees (e.g., MSWs or Criminal Justice).   | <ul style="list-style-type: none"> <li>▪ Target industry and/or functional specific associations</li> <li>▪ Target community job fairs to increase diversity among new recruits</li> <li>▪ Join professional associations for Women and Minorities</li> <li>▪ Abide by any required Affirmative Action Plan requirements and goals.</li> <li>▪ Include examples of past success stories.</li> </ul>  |                   |                          |            |
| <b>Interns</b>                  | Need to improve overall applicant pool         | Interns sometimes are paid a stipend, but in most instances interns are fulfilling an academic requirement of the college or university. Although supervisors and/or casework staff must spend time supervising and training interns, the potential payoff is having a “known” applicant who is familiar with company operations. | <ul style="list-style-type: none"> <li>▪ Working with Career Services Department of colleges/universities, send an “ambassador” from the company to classrooms of desired majors to “guest lecture” or provide a company overview.</li> <li>▪ Schedule experienced employees or supervisors to speak on a “hot topic” in the desired field at a brown bag luncheon at a local college or university.</li> <li>▪ Include examples of past success stories.</li> <li>▪ Ensure compliance with tax and wage laws</li> </ul> |                   |                          |            |

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| <b>Word of Mouth</b>         | Need to improve overall applicant pool  | If current employees are happy in their jobs, they become one of the best sources of recruitment. Some human service agencies are so well regarded as a “great place to work” that they turn away quality applicants.  | <ul style="list-style-type: none"> <li>▪ Even if employees are not actively referring vacancies to friends and acquaintances, their positive “word of mouth” about the company is a powerful recruitment source.</li> <li>▪ Great frontline supervisors in organizations that engage and value employees are critical to being considered a “great place to work.”</li> </ul> |                   |                          |            |
| <b>Employee as Recruiter</b> | Need to improve overall applicant pool  | The next step beyond “word of mouth” recruiting is encouraging employees to recruit others.  | <ul style="list-style-type: none"> <li>▪ Issue periodic reminders to staff that vacancies exist and their referrals are appreciated.</li> <li>▪ Offer “recruitment bonuses” to staff that refer applicants who are eventually hired.</li> <li>▪ Tie the bonus to the successful completion of the probationary period or longer.</li> </ul>                                   |                   |                          |            |
| <b>Keeping Jobs Filled</b>   | Too many unfilled vacancies             | Many employers carry a large number of vacancies relative to the number of filled positions. There are many reasons – bureaucratic approval processes, heavy workloads preventing hiring managers from having the time to go through the selection process, and failure to anticipate vacancies. It is critically important to keep positions filled. Vacant positions increase the workload of all employees and add to the stress of already stressful jobs. | <ul style="list-style-type: none"> <li>▪ Hire employees in anticipation of vacancies that are projected to occur.</li> <li>▪ Ensure compliance with required applicant tracking and OFCCP regulations.</li> <li>▪ Include examples of past success stories.</li> </ul>  |                   |                          |            |

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| <b>Maintain a pre-screened applicant pool</b> | Too many applicants get hired with only the minimum credentials                           | Some organizations delay hiring until staff vacancies reach crisis proportions. They then initiate a recruitment process that is designed to bring new employees on board as soon as possible. The unfortunate result is hiring employees who meet the minimum requirements, but nothing more.  | <ul style="list-style-type: none"> <li>▪ Have a pool of pre-screened, interviewed applicants always available to be called for a second interview with the hiring supervisor. When using this approach, it's important to minimize the amount of time between the initial interview and the second interview to prevent top-quality applicants from being hired elsewhere.</li> <li>▪ Human Resources will need to do continuous recruiting and screening, even when there are no current vacancies.</li> <li>▪ Ensure compliance with applicant tracking and OFCCP regulations.</li> </ul> |                   |                          |            |
| <b>Realistic Job Previews (RJP)</b>           | Unwanted turnover among new workers who did not understand their job when they were hired | Realistic Job Previews are designed to prevent applicants from taking jobs that they have little knowledge of, or are not suited to perform. A RJP is a recruiting tool designed to reduce "early" turnover by communicating both the desirable and the undesirable aspects of a job before applicants accept a job offer. RJP's can be in the form of videos, oral presentations, job-shadowing opportunities, and pamphlets or brochures. | <ul style="list-style-type: none"> <li>▪ Develop a Realistic Job Preview – see <a href="http://www.shrm.org/hrdisciplines/staffingmanagement/articles/pages/jobpreviews.aspx">http://www.shrm.org/hrdisciplines/staffingmanagement/articles/pages/jobpreviews.aspx</a></li> </ul>   |                   |                          |            |

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| <b>Improve Hiring Flexibility in Highly Central Systems</b> | Hiring process takes too long - high quality applicants are looking elsewhere for jobs | Many organizations are regulated by merit systems that make it difficult to attract and maintain the interest of top-quality applicants. Top applicants in today's economy are searching the Internet for jobs that are available now. In some systems, rigid requirements and lengthy inflexible scoring processes wash out well-qualified applicants.      | <ul style="list-style-type: none"> <li>▪ Seek department and HR approval for hiring flexibilities</li> <li>▪ Move to online recruiting</li> <li>▪ Include examples of past success stories.</li> </ul>   |                   |                          |            |
| <b>Use Contingent Recruiters</b>                            | Typically used for hard to fill positions.   | In a contingency model, no fee is paid unless the position is filled. The focus of the recruiter is on making a placement quickly.   | <ul style="list-style-type: none"> <li>▪ Identify a select group of contingency firms that focus on specific industries or functional areas to prevent over-saturation in the market and improve candidate experience.</li> </ul>  |                   |                          |            |
| <b>Use Retained Recruiters</b>                              | Typically used for hard to fill positions  | In a retained model, the recruiter is typically paid a partial fee to initiate the search and the remainder upon completion. The recruiter's focus is on finding the right fit because often the placement is "guaranteed" for a period of time (if the candidate does not work out, the recruiter will find a new candidate at no or little additional fee) | <ul style="list-style-type: none"> <li>▪ Identify a retained firm that focuses on specific industries or functional areas. Use for confidential searches, executive and hard-to-fill positions.</li> <li>▪ Negotiate fees (typically 25-35% of either base salary or total cash compensation for first year). Multiple retained searches can result in reduced rates.</li> </ul> |                   |                          |            |